

Young Cities Research Briefs | 08

# Hashtgerd Actor Analysis

Analysis of Relevant  
Actors in the Planning  
and Development Process  
of Hashtgerd New Town

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# 1 Introduction

The study and analysis of actors involved with a development project includes both the participants who provide services and the recipients who benefit from receiving those services. While the first are fully involved and start up the process, the latter seem to require more time and motivation to become actively involved on behalf of their interests. Actor analysis seeks to provide an overview by developing a structured inventory of involved parties and their interests.

The purpose of this actor analysis is to take a closer look at the actions, goals and capacities of private and public actors, from individuals to institutions and organizations, in the urban planning, housing and transport sectors of Hashtgerd/Karaj/Tehran.

In this context, the term “actors” stands for the key persons or groups whose ideas, decisions and actions directly affect the urban development process. The nature of young cities is characterized by constant change throughout the development period until the cities are established as independent human settlements. Therefore, this body of actors changes and/or expands in order to accommodate a town’s needs during different stages and in accordance with the opportunities it offers to varying interests.

Therefore, an actor analysis can be conducted in three phases:

- *Phase 1* is the period beginning when initial ideas of designing and planning a young city emerge and ending with the first steps towards actualizing these ideas.
- *Phase 2* is the period beginning with the early stages of implementation and the definition/selection of residents. This phase ends with the establishment of the city.
- *Phase 3* is the final period, beginning with the birth of a settlement and continuing as the settlement evolves and develops.

Each period depicts the young city in a different stage of the development process. Although the process has been divided into different stages, these are integrated and the transfer from one to the next is very gradual. A similar pattern can be detected in regard to the actors. While the body of actors changes throughout the process and responsibilities are transferred from one hand to another, there are no clearly defined points at which one ac-

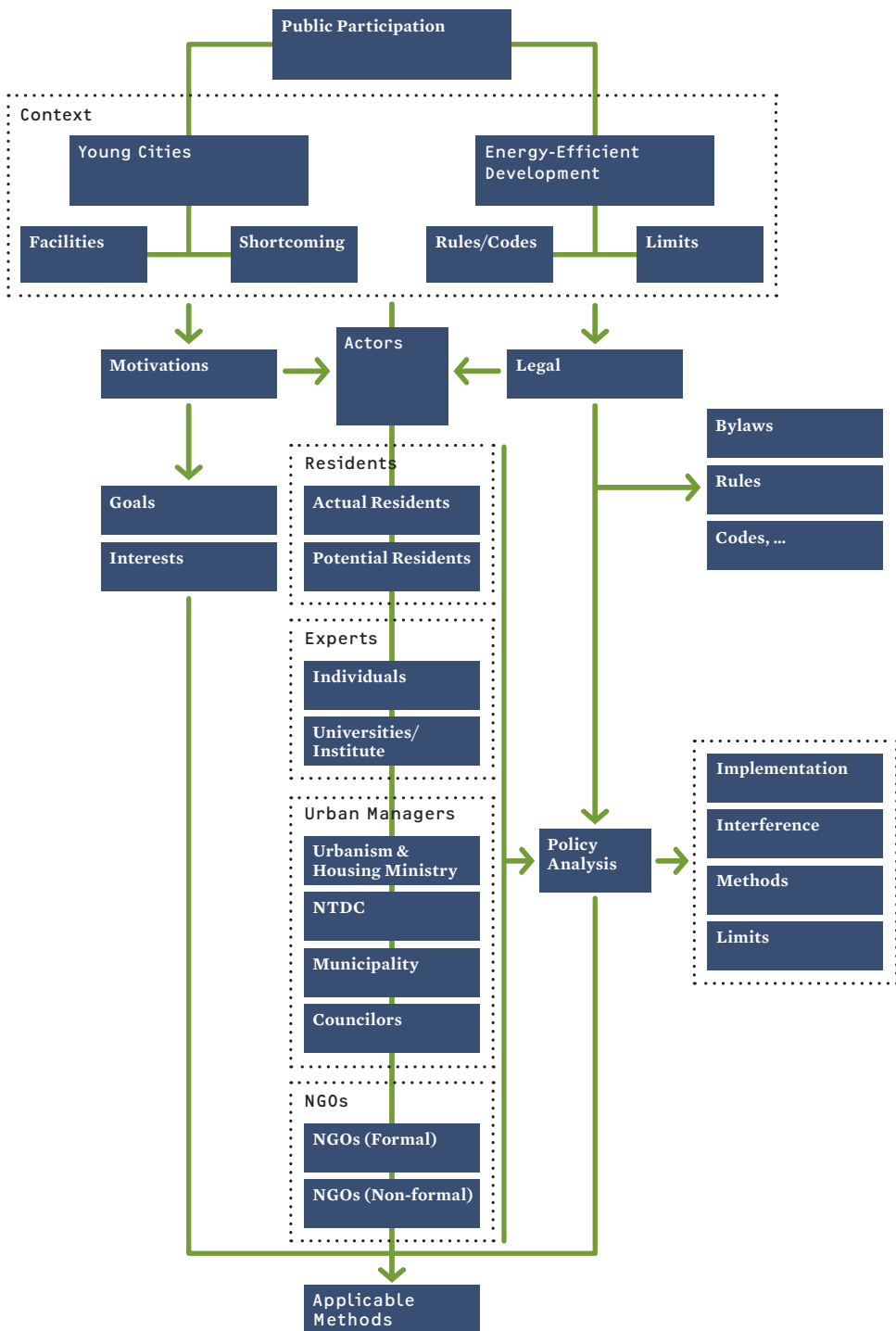
tor's involvement ends and another's begins. Occasionally, new actors are integrated with an existing group, whose responsibilities and/or eligibilities seem to be finished, logically excluding them from the body of main actors. Dividing actors into actual and potential ones stems from the already-mentioned approach which regards current actors as actual actors and future actors as potential actors.

Considering the legal frameworks and processes of decision-making in Iran, a system can be imagined within which actors are both selected and/or join voluntarily. This framework is like a spectrum with two ends, one end being the government and the other the people themselves. Therefore, the planning and actualization of a young city cannot begin or occur if not in accordance with governmental policies and investments. The actors first occupied with the subject are either government actors themselves or are selected and employed by the government. As time gradually passes and the settlement grows and becomes habitable, these ties seem to loosen and other individuals can join the body of actors.

This report is based on library research, field studies and observations, and informal interviews conducted in 2010/2011. Therefore, names and data derive from these years. It aims to explore the following four questions:

1. Who are the actual and potential actors in the Hashtgerd planning and development process?
2. To what extent are these actors influential throughout this process?
3. What are their strengths and weaknesses as a result of legal frameworks?
4. How are they connected to one another (are there any parallel tasks or conflicts within the web of actors' responsibilities)?

Fig. 1: Actors and influences in shaping a new town



## 2 Key Actors

In 1985, in response to serious demands for housing and in support of the policy which assured the prevention of the establishment of informal settlements in or near megacities, the government submitted 16,000 ha of land to the Ministry of Housing & Urbanism. This Ministry was then responsible for identifying suitable lands, buying them, and designing and implementing new towns. These duties were carried out via New Towns Development Co. and its sub-companies. Three years later, in 1988, several Iranian consultant engineering companies were summoned to conduct feasibility studies and prepare master plans for the selected regions. The following year, the Urbanism and Architecture Committee of Excellence approved the places proposed for these young cities and development processes officially commenced. Hashtgerd, which is the biggest young city in Tehran province, was among them.

However, many years were still to pass until these efforts could really take effect. On August 21, 2000, Government Proposal No. 19495/22214, for making young cities, was drafted, altered and submitted by Islamic Parliament, and approved by the Guardian Committee.

It is declared in this law that the NTDC's manager of every young city is totally in charge of the matters of the city and is to be regarded as a mayor until a municipality becomes established. This means that this individual has the authority to sell the land under the corporation's propriety to individuals and companies and implement the master plan during this time (item 10). It also declares that before the council is developed and established in the young city, the head of the town's (shahrestan) council is in responsible and must be personally involved with the Urbanism and Architecture Committee of Excellence on behalf of the young city (item 4).

All ministries, institutes, governmental corporations and other companies are also summoned by this law to be available not only during the young city development period, but also to plan and prepare budgets suitable for providing services according to the young city's needs (item 5).

According to the law (item 12), as soon as the young city accommodates 10,000 people or more, the Ministry of Urbanism and Housing must inform the Ministry of Country. Then, this ministry must establish a city council and municipality for the young city, even if the development process is not yet finished. At this stage, the NTDC of the young city must provide (free

of charge) the municipality with public spaces (green areas, parks, streets, squares, pass ways, graveyards, etc.) and infrastructures including maps, related documents and a development phasing plan. From this day on, the young city is considered to be a city alongside other cities.

Despite these changes and alterations in power and decision-making responsibility, the NTDC still remains in charge of the ongoing development process as planned. It is still responsible for selling land and actualizing civil plans, within the boundaries of municipal disciplines and codes.

The actors with key roles in shaping the young city (as has been mentioned above) and developing its identity and character are both actors with legal responsibilities and actors with special interest in augmenting the qualities of the place. Therefore, a simple and clear classification approach divides actors into two main groups: (1) individuals and (2) institutions, organizations, etc.

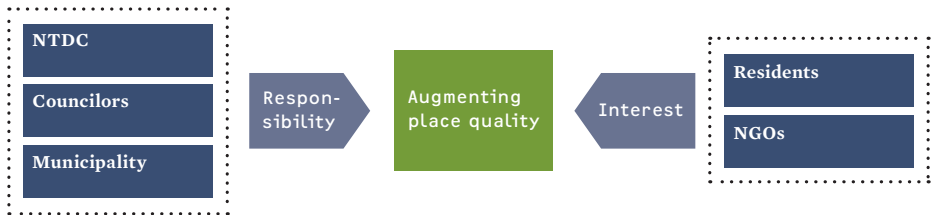


Fig. 2: Roles of key actors in shaping a new town

### 3 Hashtgerd NTDC

The New Town Development Company (NTDC) is one of the main actors actively involved in the city development process from beginning to end. The main role of NTDC is to plan and supervise all installations (e.g. infrastructure, buildings, etc.). This is done in part by NTDC employees and experts and in part by hired, external consultants and mass building corporations. It also supervises the distribution of gas, electricity, water, waste water and telephone lines throughout the city. Gas, electricity and telephone distribution is done by associated organizations under NTDC supervision, while water and waste water distribution is managed by NTDC directly.

Hashtgerd NTDC is based on a 5-member management committee. The votes of these members are required for every decision being made within the NTDC framework. Then, decisions are proposed to the Ministry of Urbanism and Housing and the governor for approval of implementation.

Although Hashtgerd NTDC often has a supervisory and consulting role for other organizations in the young city, it is also directly in charge of some projects and trends relating to the shape of the city. In other words, the major decision-making needs affecting the development process and its factors are referred to the NTDC. The large-scale selling of lands in, the devotion of parts of the city to the Mehr Housing Program and the establishment of partnerships with the private sector are some of the responsibilities held directly by the NTDC.

Additionally, the NTDC is permitted to use its internal (financial) resources to begin, prepare, facilitate or speed up the projects which it identifies as being essential or as being development motivators. This is another tool enabling the management of development processes in the young city. The NTDC can also hire consultants for necessary studies and can enter into a partnership with other investors and companies as an agent of the young city.

The projects listed below are examples of those which the NTDC started this way and which are now in need of a company/investment partner for completion:

1. Center of Area 2, Phase I
2. Center of Area 2, Phase I
3. Commercial- Residential Center of Area 1 in Block 13, Phase I
4. Commercial Center of 1st district in Phase II
5. Handicrafts Stall (Artists)



6. Pool
7. Multipurpose Sport Hall
8. Funfair
9. Educational spaces
10. Medical Complex
11. Cinema Town
12. University site
13. City Museum
14. Subway Station

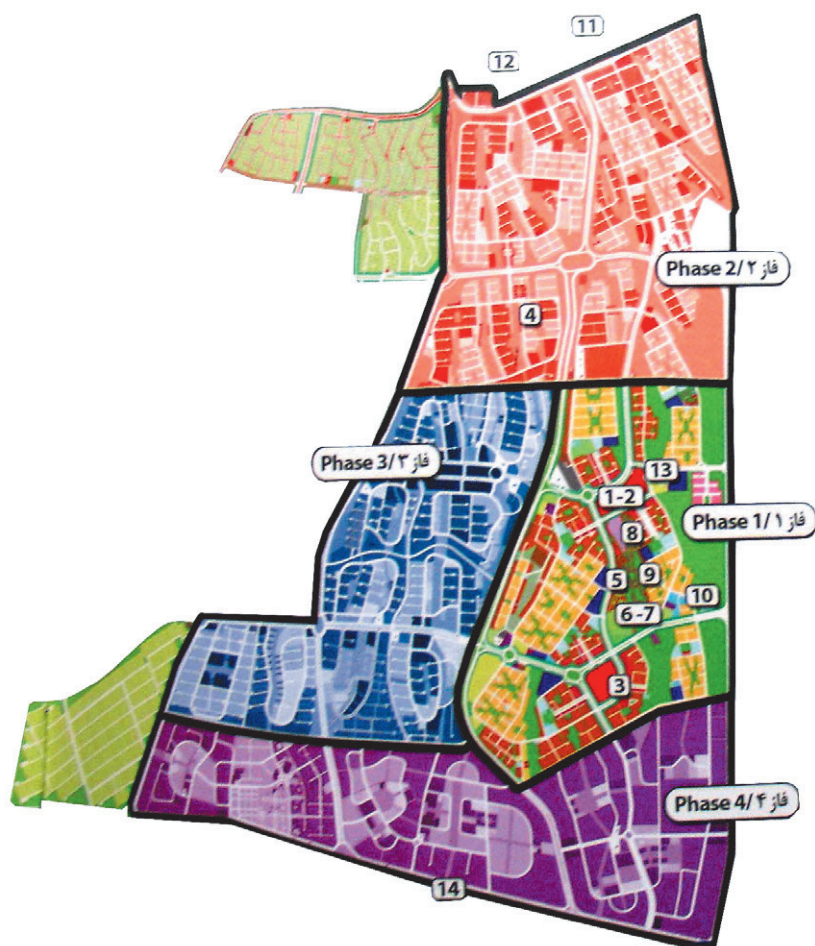
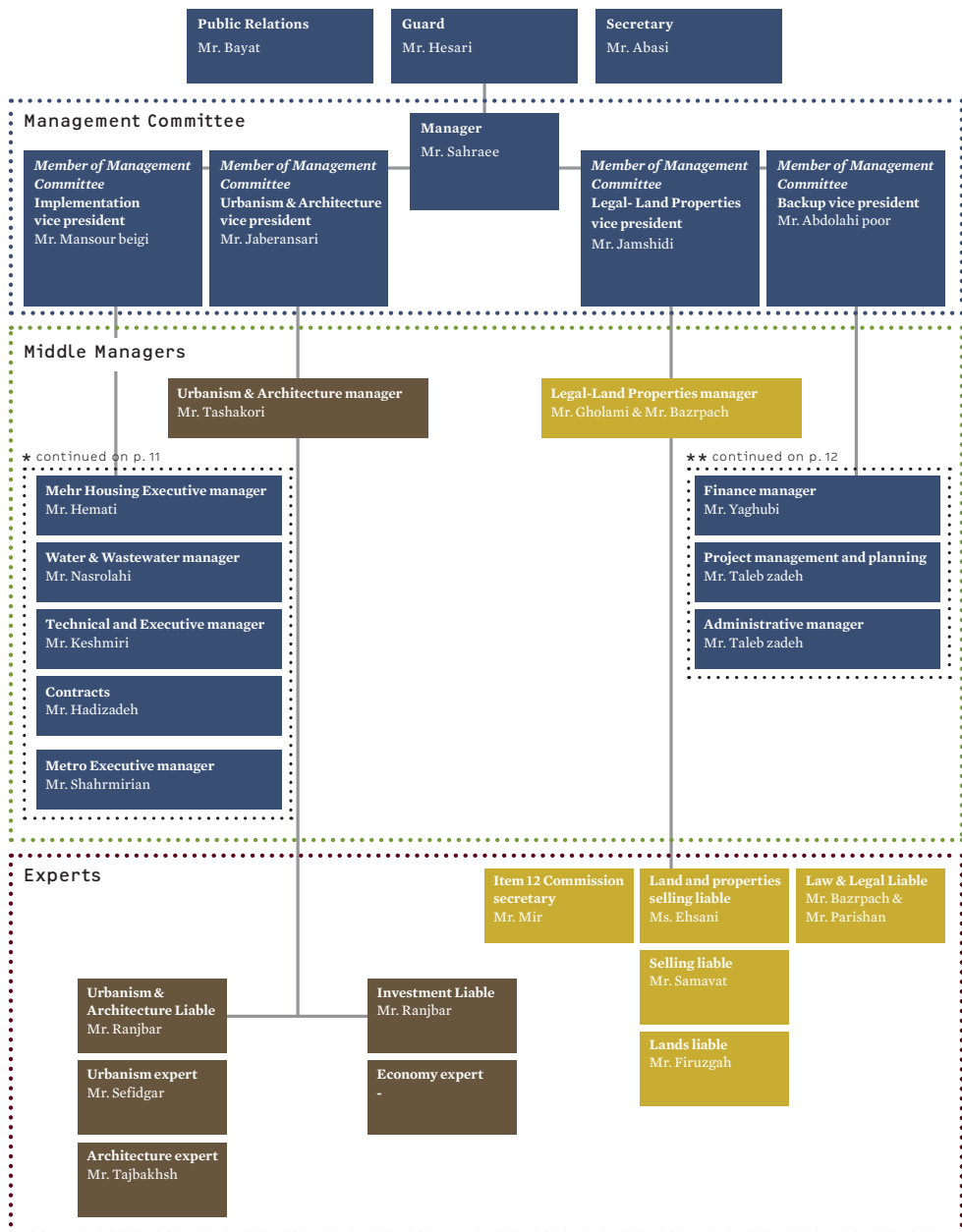


Fig. 3: Map of joint projects initiated by Hashtgerd NTDC

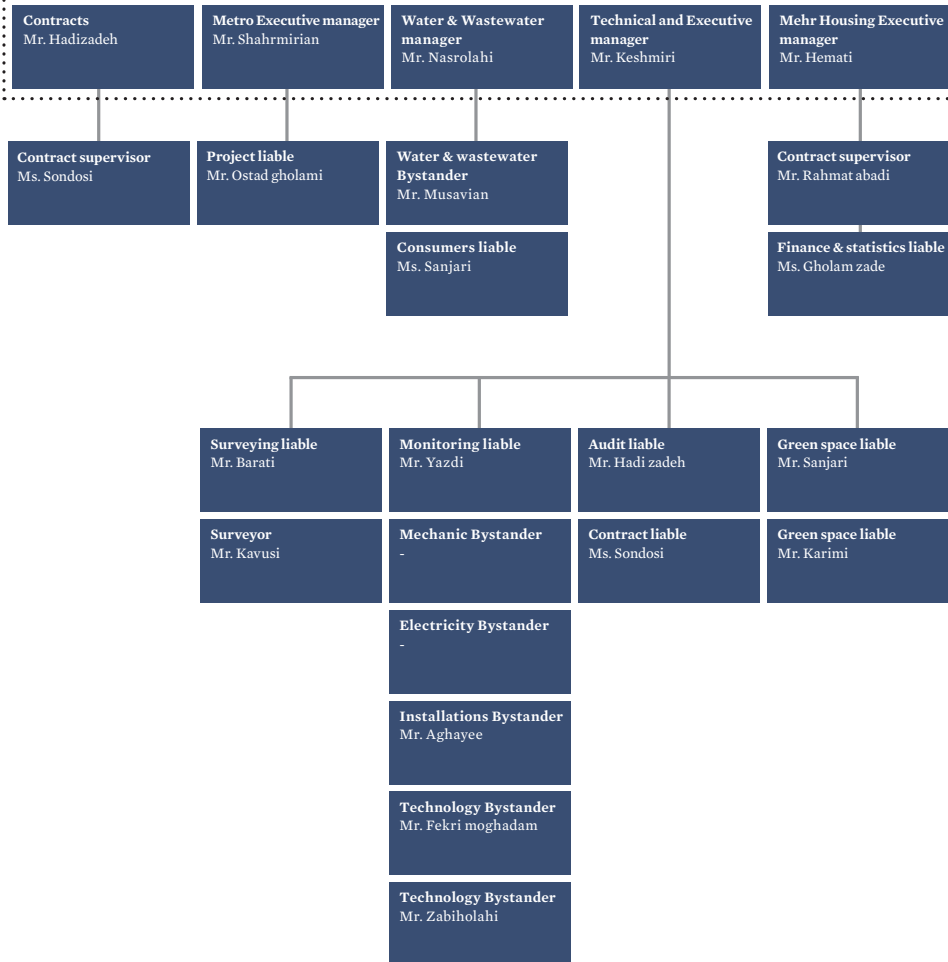


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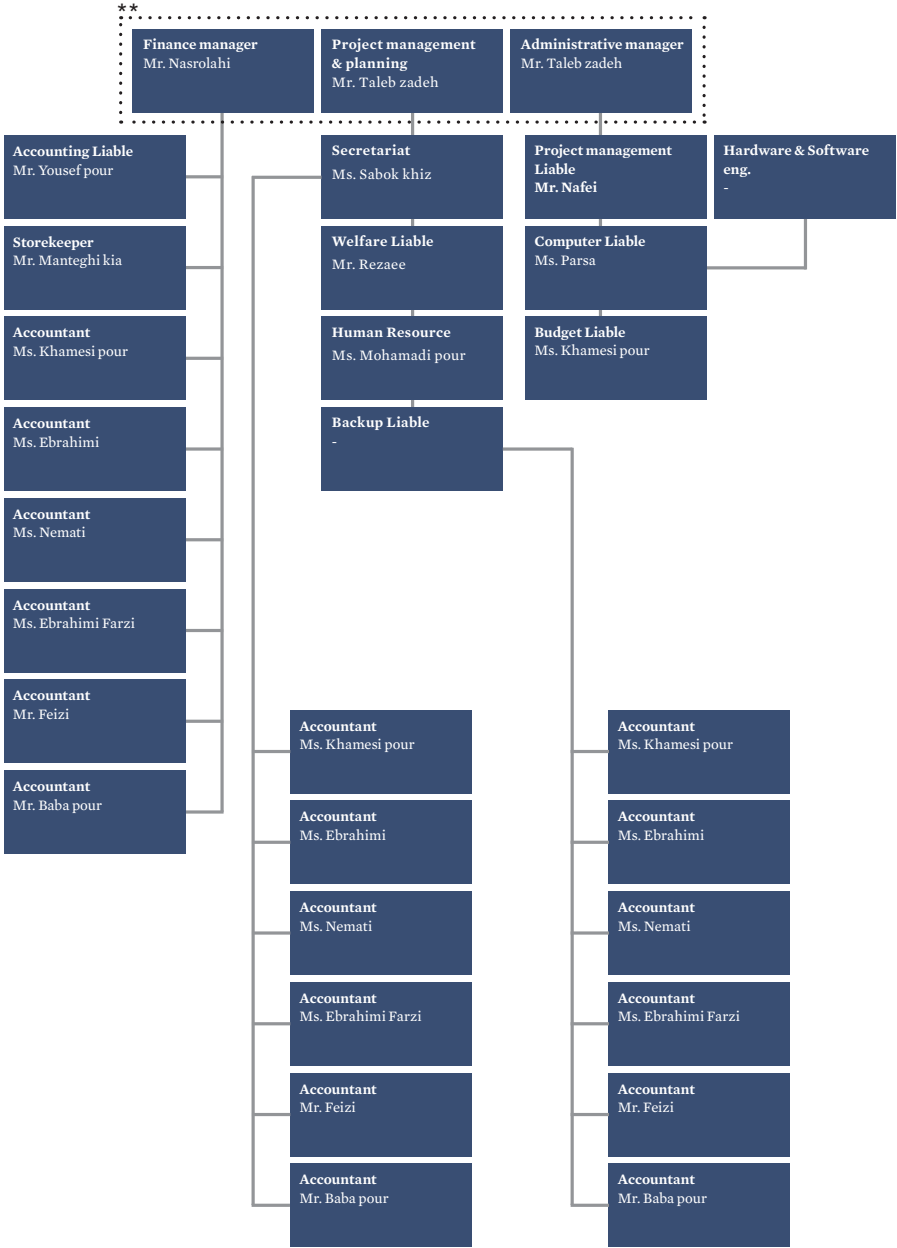
Fig. 4: Hashtgerd NTDC organization chart

## Experts

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# Experts



## 4 Hashtgerd Islamic Councilors



Fig. 5: Building of the Hashtgerd Islamic Councilors

The Councilors are a selected group which supervises municipality functions and has parallel responsibilities for the city. The rights and responsibilities of the Islamic Councilors, as described in the Constitution, are listed below:

1. Choosing the mayor for a four-year period
  - a) After establishment, the Islamic Town Councilors must immediately choose a mayor.
  - b) The mayor cannot simultaneously be a Councilor.
  - c) In towns of more than 200,000 residents, the Councilors' choice must be approved by the Ministry of Interior. In towns with fewer residents, the choice must be approved by Ostan dar (the state governor).
  - d) The mayor's working period can be ended in the event of the following:
    - Resignation and acceptance of resignation by the Councilors
    - Discharge of the mayor by Councilors according to the rules and laws

- Discharge of the mayor for not obeying the rules
  - Loss of any authentication criteria according to the Councilors
- 2. Exploring the social, cultural, educational, health care, economical and recreational needs and demands of the area and producing practical schemes and alternatives for planning
- 3. Supervising how municipality and other organizations put Councilors' schemes into action (must not interfere with the regular trend of their work)
- 4. Co-working with executive managers, institutions and organizations of social, cultural, educational, and economic and civil services
- 5. Planning of public participation in social, economic, civil, cultural and educational services with the acceptance of related institutions and organizations
- 6. Advertising and persuading the public to develop recreational and educational centers
- 7. Acting as a facilitator in forming social, relief and guiding groups, communities and institutions, establishing ta'avonies<sup>1</sup> to supervise production, distribution and consumption, and carrying out local investigations
- 8. Supervising management and preservation of municipality assets and property of all kinds, and supervising municipality income and costs accounts so as not to interfere with their regular trends
- 9. Approving regulations proposed by the municipality
- 10. Approving comprehensive in/outcome list of the municipality, which is to be submitted by the municipality every six months, publishing it for public access and forwarding a copy to the Ministry of Interior
- 11. Cooperating with the municipality for approval and definition of the town's boundaries in accordance with the Master Plan, which should be prepared by the municipality and be accepted by the Ministry of Interior and Ministry of Housing and Urbanism.
- 12. Approving, editing and supplementing the annual budget of the municipality, institutes and related corporations according to the municipality's financial bylaws and approving City Council budget.
  - a) All municipality income should go to specified bank accounts and be spent according to relevant laws.
- 13. Approval of proposed municipal loans after close examination of amount, duration and payback
- 14. Approval of bargains and supervision of sale, purchase and lease transactions occurring via the account of the city or municipality
  - a) In order to speed up the matter, the Council can release the authority to mayor.
- 15. Approval of institutions and related company statutes
- 16. Approval of bills on arrangement or repeal of city's duties and arrangement of amounts according to public policies to be announced by the Ministry of Interior

17. Supervision of claims related to municipality
18. Supervision of town hygiene
19. Supervision of the condition of theaters, cinemas and other public places directed by either the public or private sector
20. Approval of necessary laws for monitoring undeveloped lands in order to maintain their contribution to public wellness and urban landscape
21. Supervision of graveyard development (e.g. spatial requirements), in order to take care of the city's development and hygiene
22. Making and enforcement of laws for the supervision of digging vessels and other installations
23. Supervision and regulation of the implementation of schemes for the development of lanes, streets, squares, green areas and city installations in accordance with relevant laws
24. Approving and/or changing the names proposed for streets and squares in town
25. Approving necessary laws proposed by the municipality to monitor graffiti or advertising on walls within city area
26. Approving rates of services provided by the municipality and related organizations in accordance with financial bylaws
27. Approving transportation rates within the town
28. Making laws for development and management of public grounds for the sale and purchase of public goods
29. Defining necessary laws on cooperation between the municipality and other organizations and institutions (e.g. for running agronomy, art and trade exhibitions)
  - a) In all laws where city association was responsible for some duties, City council turns in charge.
30. Supervision of financial circumstances of the municipality and all related organizations, institutions and companies
31. The City Council should publish its budget and payment lists annually for public awareness and send a copy to the Province Council for examination.
32. Township units of all organizations and both governmental and non-governmental institutions responsible for urban services should present their annual program to the City Council.
33. Cooperation with town Security Council
34. Examining and approving master plans developed by the municipality and sending these plans to the legal organizations responsible for their final approval

The Hashtgerd Councilors are a group of five<sup>2</sup> elected by Hashtgerd residents. They are considered to be one of the main groups who play a key role in the decision-making body of the young city. They all live in Hashtgerd, with the except of Dr. Hashempoor, who lives in Karaj.

The office, settled during Phase I, is a short distance from the municipality and is accessible for all. It is open during working hours and welcomes people, receiving their problems and requests. The whole group is not always present at the office, but at least two persons (secretary and at least one member) are available for visitors. People can talk freely and take the advice of council members. If a case is more public or is an emergency case, then a public gathering is necessary. The size and location for such gatherings depends on the matter and its degree of relevance for the public (can change from one neighborhood to the whole city). These gatherings, which are not held regularly but rather summoned on occasions, take place in either the city hall, a mosque or the Councilor's office.

The Councilors attempted to publish a public newspaper, as suggested by one of the members. However, it has not lasted more than two issues, as there were some disagreements among the members regarding the subjects.

The Hashtgerd Councilors currently supervise many installations, such as the building of the city hall and an amphitheater for Hashtgerd. They have also planned for the accommodation of low-income people through the Mehr Housing Project, which is estimated to have a capacity of some 65,000 units in Hashtgerd.

- <sup>1</sup> Communities and groups consisting of members who are usually belonging to firms, organizations and institutes; formed to cooperate and facilitate situations on behalf of the workers or members
- <sup>2</sup> The number of Councilors depends directly on the number of citizens. For a city with a population of less than 5,000, a group of 5 has been agreed upon as being sufficient.



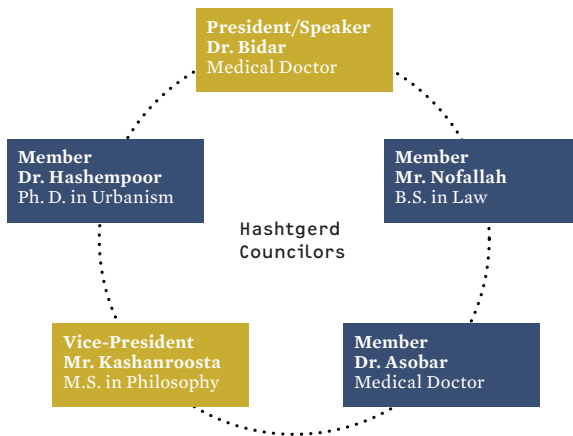


Fig. 6: Hashtgerd Councilors members

## 5 Hashtgerd Mayor's Young Consultants

Mayor's Young Consultants is a group which functions as a link between residents and the municipality. This group was formed in response to a command of the country's leader as stated in one of his speeches. He declared that making the most of the talents of young people is critical and should be taken into consideration by the government. The mayors of Tehran and of some other big towns reacted rapidly to this request.

The main idea was to refresh the decision-making body, which had consisted mainly of experienced individuals, with the help of new ideas from youngsters. These youngsters had not usually had the chance to enter such territories and therefore had not had a voice. At the same time, by hiring these young people as consultants and linking them with specialists and experts, there would be no risk of leaving matters in inexperienced hands. After publication of this idea, such groups were formed in other towns and cities.

There are additional goals of this program. One is to gradually train new managers through cooperation with more experienced ones. Many of the previous Young Consultants now hold serious posts in governmental organizations.

Hashtgerd Mayor's Young Consultants began work on December 07, 2008, and have been active since. The members are selected from among young volunteers between 15 and 30 years of age. Although there are only 8 members who regularly visit the office and manage the programs, they are often assisted by volunteers or temporary members.

As these Young Consultants live in Hashtgerd, they can easily explore the problems of the city as they emerge and are defined. The next step is to turn the identified problems into a project. The Young Consultants agree upon a subject after brainstorming potential problems from their own perspectives.

Although the Young Consultants can freely interview people, explore the city and examine the current situation, they lack the authority to approve and start a project. They can only make a proposal to the municipality and begin the project upon approval of the mayor. The municipality or the Councilors may also suggest a related project and ask the Young Consultants for assistance in putting the scheme into action. Obviously, as this group is defined as a sub-system of the municipality, the budget for its projects is provided by the municipality.

Hashtgerd Mayor's Young Consultants consists of four work groups along the most important fields identified:

1. *Cultural work group*: works on different aspects of urban culture with a special focus on educating people with the “dos” and “don’ts” of urban life
2. *Women’s work group*: works on women’s rights and problems and focuses on the role of women in relation to family, especially children
3. *Social work group*: works on topics such as addiction, HIV, employment, etc.
4. *Education work group*: educates or facilitates education with special focus on electronic education and IT



Fig. 7: Building of the Hashtgerd Mayor's Young Consultants



Fig. 8: Billboard designed by a social work group on the topic "Addiction"

Name	Education	Responsibility
Mr. Ali Reza Yousof Ziaee	Agriculture engineer	Consultants manager
Ms. Samira Jahat Khah	Russia Literature	Consultants secretary
Ms. Maryam Kuzeh saz	Educational Management and Planning (B.S)	Apartment committee
Ms. Leila Khoda dad	Economics	Education workshop
Ms. Shahla Gholami	Educational Management and Planning (B.S)	Cultural committee
Ms. Fatemeh Hosseini	Computer Software (B.S)	Women's and IT committees
Ms. Mansoureh Khajavi	Educational Management and Planning (B.S)	Social work group
Ms. Samaneh Mahmudi	Accounting (B.S)	Women's work group secretary

Tab. 1: Mayor's Young Consultants' permanent members

Mayor's Young Consultants lead two kinds of projects simultaneously: in main groups or in back-up groups (support the main group):

The *first* or *main* projects are those which have been examined beforehand and are identified as being solutions to certain problems. These projects are those for which expert advice is sought and calculated steps are taken to fulfill the defined goals. Each proposal is developed (after approval) by a certain work group, after which the detailed action plan is prepared due along foreseen requirements. There are also some arrangements which should be made with other institutes or organizations (regarding permissions, etc.).

The *second* group implements projects or programs intended more so to build a trusting relationship among the members and the community/public than to solve acute problems. The Young Consultants try to use every occasion and opportunity to connect with Hashtgerd's residents, which usually happens on special and public holidays. They hold ceremonies and festival-like events, especially on religious holidays, which are nearly always successful in attracting people. Through indirect invitations to gatherings, the Young Consultants not only manage to build trust and familiarize the residents with their plans and intentions, but also manage to advertise their main projects. This process can be considered as a pre-preparation period. These programs vary and are usually modified according to the preferences of the target group.

The main projects are listed in table on the next page, while the following is list of examples of second group programs:

- Qadir ceremony: a festival-like program held on one of most important religious holidays, information on cultural issues was published and distributed among the people
- Pilgrimage: one- or two-day pilgrimage for women and families
- Recreational tour: one- or two-day tour for women, students and families to a nearby nature site, environmental advertisements have been done
- Holiday ceremony: a festival-like program held for students on the last day of summer holidays

According to a member of Mayor's Young Consultants, the tendency to participate is directly related to the duration of residency. Therefore, participation is more common in Phases I and II, but less so among residents of Phase III, most of whom have lived there for less than six months. The residents of Phase I demonstrate more readiness to take part in activities, while the residents of Phase II prefer to have a voice with which to exchange ideas and broadcast their problems.

Tab. 2: Mayor's Young Consultants' main projects

<b>Project</b>	<b>Augmenting Apartment Lifestyle</b>	<b>Marriage Workshop</b>	<b>Breeding Apartment-friendly Plants</b>	<b>Apartment Special Bulletin</b>	<b>Addiction Prevention</b>
<b>Goal</b>	To improve public lifestyle in buildings with capacity of more than 5 families	Preventing divorce and abuse in families	Encouraging people to help improve the green area in and out of their living place	Educating residents of laws, rules, etc., about life in the city and apartment	Reducing addiction
<b>Aim</b>	Turning apartment managers into a link between residents and municipality	Educating women of their social rights	Making people more sensitive about vegetation	Encouraging residents to read	Informing people through mass media
<b>Department in charge</b>	Cultural work group	Women's work group	Women's work group	Cultural work group	Social work group
<b>Target group</b>	110 apartment managers, selected from buildings with four stories or more (including five 9-10 story residential buildings)	Girls and women	Girls and women	Hashtgerd residents	Hashtgerd residents
<b>Period</b>	Since February 2010	Three days (regularly)	?	Seasonal	Regular
<b>Scale</b>	Phase I, From Shahr-dari sq. to Madar sq.	Whole town	Whole town	Whole town	Whole town
<b>Plan</b>	Regular contact with apartments managers	Educating women	Educating women	Providing people regularly with practical information	Giving information through workshops
<b>Supportive material</b>	Invitations, regular newsletters, workshops, local gatherings and didactic bulletins	Gatherings and seminars	Workshops	Bulleting of rules and codes, energy-efficiency advice, etc.	Billboards and gatherings
<b>Invited experts</b>	Dr. Bayat (NAJA Social vice president), Dr. Ghabiti (Social Psychologist) and others	-	-	-	-

## 6 Hamrahan Andisheh Farda Institute (NGO)



Fig. 9: Hamrahan Andisheh Farda is situated in an ordinary residential building

This institute is an NGO developed under the supervision of the Governor and is focused on socio-cultural activities. The NGO is based on a committee of five persons and has been working for 10 years.

Hamrahan Andisheh Farda Institute is a financially-independent institute which devotes its activities to the curing of social disorders. The main strategy to keep up with expenses and managing a budget for the projects is through parallel activities, done permanently and regularly by the institute. These activities may change over time depending on the people who attend, but are focused mostly on educating women and children. Therefore, the institute sometimes runs classes or holds conferences and gatherings, through which it earns money for its main projects. Some of the classes and conferences that have been offered by institute are listed below:

- Life skills course
- FLE course
- Arts
- Household activities
- Language course
- Music course
- IT course

This institute claims to have close relations with the municipality and the Mayor himself. Therefore, it can easily receive permission for its activities, especially the ones having direct effect on the city. Such activities include holding photography and poster exhibitions with certain subjects (e.g. addiction and other socio-cultural disorders) and drawing/ painting competitions for little children with the same topics in the city's squares and streets.

The main projects of this institute are monitored by the Governor and a welfare organization. The welfare organization gives legal permission for the activities after approving the proposal. Invited experts Dr. Bayat (NAJA Social vice president), Dr. Ghabiti (Social Psychologist) and others received from the institute. The project "Battle Against Drugs", which started in June 2010 has been titled by the Governor as being the most successful one.

One of this institute's strategies, costing nearly nothing but earning nearly everything, is its membership process. Although it has no more than five permanent members who run the programs, it has more than 200 active members throughout the city. These members are actually the volunteers who have come to know the institute through courses and conferences and have maintained a close relationship over the years. As these people are not hired and work voluntarily for the institute, they amount to being a great financial advantage. Furthermore, they all act as walking advertisement for the institute, spreading its reputation all over the city.

The main activities are focused mostly on Phase I, but some minor programs have been started for Phase II residents. The institute believed Phase II residents to be more responsive as they have suffered more from the lack of facilities over the years.

<b>Name</b>	<b>Ms. Mashadi Hoseini</b>	<b>Ms. Masumeh Arsalae</b>	<b>Ms. Shapourzadeh</b>	<b>Ms. Haj Moradi</b>	<b>Ms. Afsar Taghi</b>
<b>Responsibility</b>	Manager	Vice-president	Accountant	Secretary	Speaker

Tab. 3: Hamrahan Andisheh Farda members



## 7 Residents

Hashtgerd's population is like a mosaic collage and includes different kinds of people with enormously different backgrounds. All are situated next to one another without any apparent and distinguishable order.

Most of the residents are originally from Savojbolagh, while others are from Tehran and Karaj. This means that they can be from both urban and rural areas. Some, most of whom live in Phase I, are employees, staff members and workers of different corporations. This composition is the result of selling policies in Phase I: during the first period of habitation, when the tendency to live in the young city was low, the Hashtgerd NTDC did not sell land or buildings to individuals. Properties were submitted to different public corporations' ta'avonies, which then sold or rented lands and buildings to their employees, staff members and workers.

These groups, with permanent income, were privileged with the low costs and prices of housing during the first period of Hashtgerd habitation. As a result, property/plot sizes are larger than in the other areas. The most common architecture type in this part of the city is a villa-type one- or two-story house.



Fig. 10: Phase I park: Arbitrary use of space/feeling at home



Fig. 11: Phase I park: Well-equipped space ready to accommodate different groups





Fig. 12: Phase I street: A resident taking care of adjacent public space

After so many years have passed since the begin of habitation in Hashtgerd Young City, the residents of Phase I, which now functions as a “downtown” and the “old” part of the city, feel some sense of belonging and attachment to the area. Their readiness to take part in the events designed and managed by the municipality is considerably high in comparison with that of residents in other parts of the city. Two main reasons can account for this apparent difference among the attitudes of the named residents: (1) the people in Phase I are better equipped with facilities and can access them more easily within the area and (2) they have lived in the area long enough to consider themselves as stakeholders and real residents of the city.

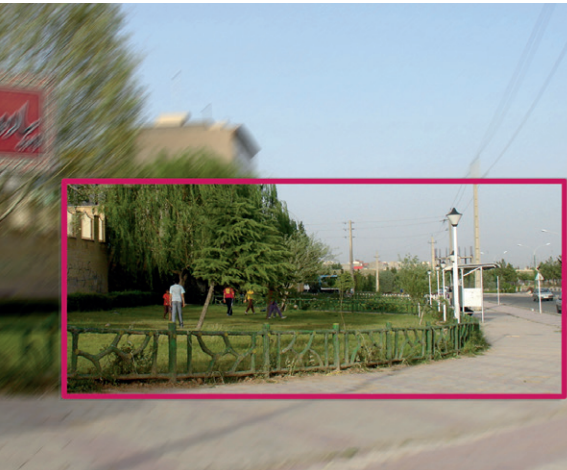


Fig. 13: Phase I traffic square: children feeling free to use urban space



Fig. 14: Phase I street: Simple equipment to accommodate people/people long to be in the space



Fig. 15: Phase I park: A child's enthusiasm in enjoying the environment

In contrast, the residents in Phase II are the ones who settled in the city when it was better-equipped for accommodating residents. Therefore, they settled the newly-built part more willingly. In this phase, there were no ta'avony to serve as a medium. The Young City's NTDC dealt directly with individuals, housing agencies and private sector. By this time, as the housing costs were changing, apartments and residential complexes were built, rather than villa-type houses, as they are more affordable (i.e. more housing units on less land).

The general readiness of this group to participate in demanding and carrying out events related to their living area is far lower than that of the previ-



Fig. 16: Phase II traffic square: people enjoying the more restricted facilities



Fig. 17: Phase II semi-urban street: vast abandoned room for informal activities/ great measure of demand



Fig. 18: Phase II city edge: special rural-urban life style



Fig. 19: Phase II city edge: special rural-urban life style

ous group. The main reason is the limited access to facilities, which leads to a degree of dissatisfaction. Their short duration of residency in comparison with residents of Phase I is another reason for a reduced sense of belonging.

Another population group in the city is known as the “floating population”. This group consists of construction teams, especially construction workers, and is related to the young city’s half-built state. This group consists of workers who travel to Hashtgerd and only stay there during working hours and workers who reside temporarily in the young city.

Though the demands of the floating population are hardly considered to have the right of being declared, their presence cannot be ignored, as it seriously influences the other residents’ image of the city and their sense of belonging. It also has direct influence on permanent residents’ behavioral patterns as they avoid some areas and prefer to use others.

Most parts of the other (underdeveloped) phases (phase IV and phase V in particular) of the young city are reserved for the Mehr Housing Program. These units are not completely built and, therefore, not yet occupied by residents. Although little can be assessed before the first residents move in, some factors cannot be ignored:

The Mehr Housing Program is a plan organized to accommodate low-income people. The process to obtain an apartment through this program is to register with one of the proposed offices which are distributed equally throughout the country. The criteria one should meet in order to be accepted into the program are to prove that one owns no other property and to prove that one’s income is below a certain amount. Then, one’s name is added to a waitlist for the next available apartment.



The most critical aspect is not that of unwanted neighbors in a settled neighborhood, but rather that a mosaic of people is randomly chosen to live in a place in which they receive little attention and develop only minimally a sense of satisfaction. Furthermore, what makes the case more difficult to analyze, is that these residential units are not the property of the residents. Thus, they cannot be sold or even be inherited.



Fig. 20: Phase IV: Half-built neighborhood: free of attraction and safety for people



Fig. 21: Phase IV city edge: Misuse of space by people / space not equipped to properly accommodate people



Fig. 22: Phase III Mehr Housing: a constant construction workshop



Fig. 23: Phase III Mehr Housing: a constant construction workshop

Another point which should be taken into consideration before assessing the tendency of these residents to participate is that Hashtgerd's phasic plan of development and settlement encourages such projects to be situated on free territory, rather than in other parts of the city. This can obviously break the social coherence and lead to possible dissatisfaction of older residents. Building strong relationships between the place and newcomers becomes difficult.



Fig. 24: Phase III Mehr Housing:  
a constant construction work-  
shop

### Note

Although many groups can be named as active or sometimes passive actors in Hashtgerd, this report only contains information about main groups for the reason that not all groups are ready to give information about their activities especially when changes occur in their body of staff members. Since the writer's relations were informal and based on verbal recommendations, the situation turned to be a bit difficult. Universities and schools established in Hashtgerd can be named as examples. By the way, as already assumed, there are some reasons which prevent some institutes to be an actor despite their potentiality. For example, the geographical situation of Azad University which keeps the city and university distinctly separated prevents the strong interactions between them to happen and reduce the effect to one's of any other simple institution. As it is mentioned before, this report is mainly based on informal interviews due to the above said reason. In some cases, the informal characteristics of data gathering acts as an advantage and leading point especially where people involve voluntarily in the chats here and there. But when it comes to organizations, accurate and reliable data can be easily lost in different rather paradoxical statements of the staff members; Municipality and its different departments can be named as an example. Therefore, where ever the information seemed to be non-reliable, the whole part has been omitted from the report. Good examples are the parts for Municipality and Mayor's Young Consultants where both denied to talk about their activities or to show their archives despite various attempts. But the difference was in the degree members of each were reachable. So, in the second case where the informal statements could be proved by talking to people or finding other evidence, I decided to keep the part dedicated to it in the report.

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